

SIP SIGNATURE SHEET

California – Child and Family Services Review Signature Sheet For submittal of: SIP Progress Report	
County	Tehama County
CSA Period Dates	3/31/2012-3/31/2017
SIP Period Dates	8/31/2012 to 8/31/2017
Outcome Data Period	Quarter ending: March 31, 2016 (CWS/CMS 2016 Quarter1 Extr act)
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TEHAMA COUNTY

California - Child and Family Services Review

Annual SIP Progress Report August 2016



Amanda Sharp, Director:
Department of Social Services

Richard Muench, Chief Probation Officer:
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INTRODUCTION

The Tehama County Five-Year System Improvement Plan (SIP) for 2012-2017 was approved by the Tehama County Board of Supervisors on February 5, 2013. Between August 1, 2015 and July 31, 2016, Tehama County Child Welfare Services (CWS) has experienced difficulty in meeting our goals of our SIP outcomes. Although the data extracted does reflect some improvement to the overall outcomes, we continue to research and develop the identified strategies and the obstacles preventing meeting our goals identified in the Five-Year SIP.

Communication and teamwork has continued to be a priority over the past year within CWS. Similarly, CWS has continued involvement of stakeholders about the SIP process, including how to implement strategies to improve outcome performance and help improve the lives of our families and children. We continue to see efforts in communication between CWS, Probation, and Mental Health agencies and this has given staff from each agency, greater insight for understanding how to access services for the children and families that the agencies collectively serve.

This annual progress report will provide an update on the status, effectiveness of strategies, and improvement of the following identified measures:

- 35-2 Recurrence of Maltreatment
- 2B-2 Timely Response, Emergency Response 10-Day Compliance
- 4B-1 Foster care placement in least restrictive settings least restrictive entries (first placement at point in time placement).
- 8A Probation

SIP NARRATIVE

STAKEHOLDER PARTICIPATION

The SIP stakeholders group met June 30, 2016 to discuss progress towards outcomes, where we are performing well and areas where attention is needed. At this meeting, 15 attendees represented different populations, agencies, and organizations and reviewed the County's performance in the four SIP data measures. Additionally, an examination of our County's 2015 gaps and strengths occurred which resulted in valuable discussion regarding the child welfare system in Tehama County specifically and identified ideas on how to improve services to families.

Some of the identified focus areas included:

- Provide opportunities for training for staff and community partners to raise awareness of Safety Organized Practice (SOP). We provided SOP training to the stakeholders in March 2015; however, additional training is still desired. There continues to be an interest from stakeholders/community agencies for additional SOP training opportunities and it was discussed to offer additional opportunities through an SOP Foundational Institute in the coming months. We will plan to include our foster parent liaison in SOP training so SOP awareness can be incorporated into the foster parent PRIDE and advanced PRIDE training. This will result in bringing awareness of the SOP philosophy to our foster parents.
- Measure 28-2, Timely 10-Day Response continues to be difficult in that we have been unable to meet our target goal of 89% by June 2016. This has been a result of a variety of issues such as lack of staff, trouble locating children, and immediate response referrals taking precedence; however, emphasis will continue to be placed on current staff to continue making the 10-Day response a priority and ensuring contacts are entered timely into the CWS/CMS database. We have already incorporated a monthly review of our SIP measures into one of our Leadership meetings (attended by Child Welfare Program Manager, supervisors and analyst) once a month so that staff can be aware of performance and areas needing improvement.
- Concern regarding measure 48.1 the placement in the least restrictive setting at entry with a relative, was another area of discussion at our stakeholders meeting. Areas identified that cause difficulty in initial placement with kin included: parents do not want to provide kin information; social worker response occurs in the middle of the night resulting in the inability to immediately obtain the relative's criminal history background check as well as a visit of their home to ensure safe placement; distance for kin to travel to pick-up the child can be lengthy; and relative may be unable to meet background approvals. As a result of these issues, children often must first be placed with a foster family. One method deployed

to address one of the identified challenges is that we now have a designated staff member to search for kin using the Lexis Nexis® Accurint® computer program.

Additionally, stakeholders receive and review a quarterly report which highlights performance updates on each of the CWS SIP measures. This quarterly report has been developed and is distributed to SIP stakeholders by CWS staff. In addition to the quarterly report, periodic meetings are held with service providers and CWS staff to ensure that services are being carried out as outlined in the SIP. The CWS Leadership Team is comprised of the CWS Program Manager and CWS Supervisors, and meets and discusses SIP performance and next steps on a regular basis.

SIP stakeholder engagement remains an on-going effort for ensuring that the community is part of the improvement process and is familiar with the work of CWS and Probation.

SIP STAKEHOLDER ROSTER

Child Abuse Prevention Coordination Council (CAPC)	Brian Heese, Executive Director Jennifer Torres Diane Sugarman Northern California Child Development Inc.(NCCDI)
County Children's Trust Fund (CCTF)	Tehama County's CAPCC acts as the CCTF Commission. See above.
County BOS designated agency to administer CAPIT/CBCAP/PSSF Programs	Amanda Sharp, Director Tehama County Department of Social Services
Tehama County Department of Public Health	Michelle Schmidt-Public Health Nurse
Tehama County Department of Mental Health	Betsy Gowan, Mental Health Director
Tehama County Health Services Agency (Drug and Alcohol)	Phillip Hernandez, Drug & Alcohol Director
CWS administrators, managers, and social workers (including CAPIT/CBCAP/PSSF liaison)	Teresa Curiel, Deputy Director Sherry Wehbey, Program Manager Steven Dickerson, Social Worker Supervisor Mindy Gonzalez, Social Worker Supervisor Cheryl Jackson, Social Worker Supervisor Melissa McKenna, Social Worker Supervisor Pia Van Kleef, Social Worker Supervisor LeAnne Young, Staff Services Analyst
Foster Youth	Involvement neither solicited nor engaged.
Juvenile Division Judge	Judge Matthew McGlynn
Native American tribes served within the community	Involvement neither solicited nor engaged.
Parents/consumers	Involvement neither solicited nor engaged.
Probation administrators, supervisors, and officers	Richard Muench, Chief Probation Officer Shelley Pluim, Juvenile Division Deputy Chief Probation Officer Bree Hendrix, Unit Supervisor Chariti Quigley, Probation Officer, Placement Officer Carrie Patterson, Probation Officer
PSSF Collaborative	Tehama County's CAPC acts as the PSSF Collaborative. See above.
Resource families and other caregivers	Judy Mandolfo-Foster Parent Liaison
CDSS- Outcomes and Accountability Bureau	Henry Franklin, Social Services Consultant
CDSS – Office of Child Abuse Prevention	Jonathan Gayton, Consultant Hillary Konrad
County Counsel	Adam Radtke, Deputy County Counsel

First 5	Denise Snider, Executive Director
Department of Education	Cynthia Cook, Early Childhood Education Project Director Jo Kee, Foster Youth Services Coordinator
Shasta College Foster and Kinship Care Education Program	Sheri Wiggins
Law Enforcement	Chad Dada, Tehama County Sheriff's Dept. Yvette Borden, Tehama County Sheriff's Dept. Kyle Sanders, Red Bluff Police Jeremiah Fears, Corning Police Dave Hencratt, Tehama County Sheriff
Northern Valley Catholic Social Services (NVCSS)	Erna Friedeberg, Regional Director Geneva Jobe, Program Manager, CASA Program Supervisor
Alternatives to Violence (ATV)	Jeanne Spurr, Director Linda Dickerson, Associate Director

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

CWSCFSR MEASURE 3-521

Recurrence of maltreatment- (National Goal: 9.1%)

Of all children with a substantiated allegation during the 12-month period, what percent had another substantiated allegation within 12 months?

	From :	04/01/08	04/01/09	04/01/10	04/01/11	04/01/12	04/01/13	04/01/14
	To:	03/31/09	03/31/10	03/31/11	03/31/12	03/31/13	03/31/14	03/31/15
Recurrence of maltreatment w/in 12 mos (%)		7.2	12.6	11.7	13.9	8.8	9.4	11.7
Maltreated w/in 12 mos (n)		236	294	256	216	216	223	205
Recurrence w/in 12 mos (n)		17	37	30	30	19	21	24

Data Source: CWS/CMS 2016 Quarter 1 Extract*

Target Improvement Goal:

Tehama County's goal is to improve performance in this measure from 11.7% to 9.1% by June 30, 2017.

Current Performance:

According to data retrieved from the UC Berkeley Dynamic Reporting System, in the reporting period 04/01/2014 through 03/31/2015 there were 205 children with substantiated maltreatment allegations and 24 of those children were victims of another substantiated maltreatment report within a 12 month time period or 11.7%. A decrease of 2.6 percentage points is needed in order to meet the National Goal of 9.1% by June 30, 2017. The prior two reporting periods show Tehama County's recurrence rate at 9.4% (04/01/2013 through 03/31/2014) and 8.8% (04/01/2012-03/31/2013).

In reviewing the case information for the 24 children identified as having a recurrence of maltreatment, one family had six children and another family had four children. Since Tehama County is a small county, large families such as those identified here, have a significant impact on our performance in outcome measures. Furthermore, we have been successful in making efforts to safely maintain children in their family homes by utilizing SOP ideology and tools; despite our best efforts, sometimes recurrence of maltreatment can result.

To work towards improving our performance in our SIP measures, as of August 2016, we have dedicated once a month during our leadership meeting, to review our current performance. Furthermore, Tehama County will continue to focus on the use of SOP tools specifically by first engaging families entering the CPS system. It is likely that the increased use of SOP tools and tactics will result in decreased numbers of children removed from their family homes. Subsequently, this will

¹ Tehama County's current SIP (2012-2017) and SIP Progress Reports (2013-2015) address Measure S1.1, *No Recurrence of Maltreatment within a 6 month period*, however, this SIP Progress Report (2016) has been updated to 3-S2 *Recurrence of maltreatment* as we are required to begin reporting on the C-CFSR Round 3 Data Indicators as of October 1, 2015 pursuant to ACL 15-63.

require social workers make an increased effort to establish child safety while maintaining children with their family of origin such as through increasing the effectiveness of assessment and plans for child safety conducted by CPS Investigative staff when safety planning with families .

Overall, using the last three years of available data from UC Berkeley Dynamic Reporting System, the outcomes for Tehama County have been close to and even slightly better (8.8% 4/1/2012-3/31/2013) than the National Goal of 9.1%. With close monitoring of this measure through leadership meetings combined with child safety planning, it is likely we will be able to meet the National Goal similar to that of our performance three years ago .

• Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Amin, S., Putnam-Homstein, E., Wiegmann, W., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Tobler, A., WMe, J., & Kai, C. (2016). *CCWIP reports*. Retrieved 7/7/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_cdwelfare>

CWS CFSR MEASURE 28-2

Timely Response 10-Day response compliance- {State Standard 90%}:

Of all referrals requiring a 10-day response, what percentage was responded to within 10-days?

	From: 04/01/12	01/01/13	10/1/14	10/1/14	10/1/15	01/01/16
	To: 06/30/12	03/31/13	3/31/14	12/31/14	12/31/15	03/31/16
Timely Resp. (10-day resp.compliance) (%)	76.9%	77.0%	63%	76.8%	76.1%	85.8%
"10 days or less response" total referrals (n)	78	87	100	82	113	127
Seen by soc. Worker w/in 10 days (n)	60	67	63	63	86	109

Data Source: CWS/CMS 2016 Quarter 1 Extract.

Target Improvement Goal:

Tehama County will improve performance on this measure from 76.9% to 84% by June 20, 2013. With subsequent annual increases of 2%, 2%, 1%, and 1%, Tehama County will attain a 90% quarterly average by June 20, 2017.

Current Performance:

According to the data from the UC Berkeley Dynamic Reporting System from 10/01/15 through 12/31/2015 (CWS/CMS 2015 Quarter 4 Extract), of the 113 referrals assigned for 10-day response, 86 were completed within the 10-day requirement. This is a 76.1% completion rate of timely 10-day responses. Furthermore, the CWS/CMS 2016 Quarter 1 Extract (01/01/2016 through 3/31/2016) shows Tehama County's performance increased from the CWS/CMS 2015 Quarter 4 Extract by 9.7% to a timely 10-day completion rate of 85.8% (or 109 of 127 referrals).

Perhaps the improved performance in this measure is that the CWS leadership team remains cognizant of and continues to discuss with all social workers the importance of entering their contacts within the timeframes required so that the outcome summaries are extracting accurate data. Policy and procedure has also been implemented during this evaluation period requiring contacts to be entered into CWS/CMS within 48 hours. Although we do see improvement from the last annual update, this measure continues to remain a challenge for improving performance. As such, supervisors will continue to be diligent in reviewing this measure with staff by working on a weekly basis to discuss the current performance in this measure and to ensure that contacts are not missed and are being made timely.

Another reason our performance may have increased is due to the fact that in November 2015 the CWS Branch implemented staff and supervisor job assignment changes. These changes (as was noted in our 2015 SIP Progress Report) were implemented to promote cross training to avoid coverage issues and to provide an overall experienced approach within all levels of referrals, investigations and

case management. The changes included a new Immediate Response (IR) supervisor as well as two new IR social workers bringing the total to five IR social workers. Unfortunately, one of the IR social workers was out on leave for a significant portion of the SIP Progress Report review period and that worker just returned in August 2016. Additionally, another IR social worker ended employment with our agency in early August (2016) and we are currently in the hiring process to fill that vacancy. There are no plans to make any additional staffing changes at this time; however, discussion has occurred regarding possibly delegating referrals to IR social workers who will be responsible for either immediate or 10-day responses as opposed to having responsibility for both response types under the existing structure.

Overall, we have made great strides in our performance; however, based on the CWS/CMS 2016 Quarter 1 Extract, we still need to increase our performance in this measure by an additional 42 percentage points in order to meet our goal of 90% by June 20, 2017.

*WEBSTER, D., ARMUO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEN, E., WIEGMANN, W., REZVANI, G., WAGSTAFF, K., SANDOVAL, A., YEE, H., XIONG, B., BENTON, C., TOBLER, A., WHITE, J., & KAI, C. (2016). *CCWIP REPORTS*. RETRIEVED 7/7/2016, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL: <HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE>

CWS CFSR MEASURE 4B-1

Foster care placement in least restrictive setting-least restrictive entries.

The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based, family setting. These data are reported exclusively in terms of a child's first placement (Measure 4B-1), rather than point in time placement (Measure 4B-2).

Placement Type	Interval						
	04/01/09-03/31/10	04/01/11-03/31/12	04/01/12-03/31/13	01/01/13-12/31/13	01/01/14-12/31/14	01/01/15-12/31/15	04/01/15-03/31/16
Kin	7.7%	20.7%	13.7%	16.8%	7.4%	11.0%	19.4%
Foster	69.9%	60.7%	64.9%	47.4%	48.5%	27.2%	26.6%
FFA	21.3%	16.3%	16.8%	33.7%	36.8%	52.2%	45.2%
Other	1.1%	2.2%	4.6%	2.2%	7.4%	9.6%	8.9%
Total	100%	100%	100%	100%	100%	100%	100%

Data Source: CWS/CMS 2016 Quarter 1 Extract."

Target Improvement Goal: Tehama County will improve performance on this measure from 21.8% to 24% by March 20, 2014. Tehama County will increase 1% more each subsequent year of the plan to attain a 27% quarterly average by June 20,2017.

Current Performance:

According to the data from the UC Berkeley Dynamic Reporting System from 01/01/2015 through 12/31/2015 (CWS/CMS 2015 Quarter 4 Extract}, 15 out of 136 of children were placed with kin for their first placement. This is 11% of children being placed in the least restrictive placement at entry. By contrast, we reached 19.4% (24 of 124 children} from 04/01/2015 through 03/31/2016 (CWS/CMS 2016 Quarter 1 Extract}. This is a 12 percentage point increase in kin placement from the CWS/CMS 2014 Quarter 4 Extract, used in the 2015 SIP Progress Report.

Effective July 1, 2015, Tehama County opted in to the Approved Relative Caregiver (ARC} Program and we are optimistic that we will see more improvement in this outcome measure within future years. As of July 2016, there were four children in the program. Having the increased income incentive to offer to family members who are able to qualify for placement should have an improved impact on first placement with kin.

There are a couple of factors that may have contributed to our improvement in this measure. First, we have improved our ability to locate relatives in that CWS has implemented use of a form (TEH896} that lists relative information which is then provided to support staff to conduct a search using Lexis Nexis® Accurint®. Second, the investigating social workers are having the discussion with parents (at

time of removal) that their child would prefer to be placed with family and convincing them to give relative names and contact information.

"Webster, D, Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Aiamin, S., Putnam-Homstein, E., Wegmann, W., Rezvani, G., Wagstaff, K., Sandoval, A., Vee, H., Xiong, B., Benton, C., Tobler, A., White, J., & Kai, C. (2016). *CCWIP reports*. Retrieved 7/7/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

PROBATION 8A

Probation: SA Completed High School or Equivalency; Obtained Employment; Have Housing Arrangements; Received ILP Services; Permanency Connection with an Adult. After establishing a baseline, Probation will increase the percentage of youth completing or receiving the following services and/or milestones from 0% to 5% by 2017:

1. Completing High School or Equivalency
2. Obtaining Employment
3. Having Housing Arrangements
4. Receiving ILP services
5. Receiving Permanency Connection with an Adult

Current Performance:

The Tehama County Probation Department continues to improve its data collection regarding measurement SA. The department found that data was not being recorded into the CWS/CMS system correctly. In July 2015, a new probation officer was assigned to juvenile placement. CWS/CMS data entry training was provided to the new Placement Officer. Training was beneficial in exposing data entry issues as well such as the importance of ensuring data is recorded timely and accurately. Additionally, training provided the opportunity to audit the current CWS/CMS case load and make necessary changes and improvements. Consequently, since March 2016, current data in CWS/CMS is able to accurately reflect the actual improvements regarding SA. Beginning with 2016 Quarter 2, accurate data will be available.

STATUS OF STRATEGIES

STRATEGY ONE

CWS- Increase the use of Safety Organized Practice (SOP):

- a. Continued SOP training for workers to help with keeping focus on safety (Timeframe: January 2013- Ongoing).
- b. Consistent supervision of cases to ensure that safety threats have been fully addressed (Timeframe: January 2013- Ongoing).
- c. Use of SOP tools with families to develop natural supports and community partners so they have resources prior to transitioning from institutional support (Timeframe: March 2013- Ongoing).
- d. Educate community partners regarding SOP to develop a clear understanding of the safety issues (Timeframe: August 2013- Ongoing).
- e. Supervisors will ensure consistent supervision of the use of SOP amongst workers. Expectations will include the use of the following: Family Tree or Genogram to show family finding efforts; FTMs for all in-custodies (safety plan/four quadrants or SOP Framework should be drafted/used during meeting); FTMs should be completed prior to disposition depending on age of child and family circumstances; Safety Circles or some other tool to identify family support networks; The 3 Houses or some other way to incorporate the child's voice; Use of SOP is discussed during one-on-ones and during case staffing. (Timeframe: March 2015- Ongoing (Added 2015))
- f. Practice using SOP framework as case staffing exercise during unit meetings. (Timeframe: November 2014- Ongoing (Added 2015))

Summary :

Currently, SOP is across all aspects of Tehama County CWS. Social workers continue to utilize SOP tools in a multitude of settings: home visits, court reports, case plans, FTMs (Family Team Meetings), intake and referrals, and mapping of families. Social workers continue to use SOP language when communicating with the community and service providers.

Due to the recent hiring of new social workers, the department, CWS supervisors and the UC Davis facilitator have decided it is best that all the new social workers attend the SOP Foundational training. The department has been assigned a new UC Davis facilitator, Tamara McCalip. Ms. McCalip will be providing individual and group SOP coaching on regular basis. Seasoned social workers continue to

hold FTMs and the new social workers have been observing the process. SOP language is being used throughout the life of the case, and social workers and supervisors are utilizing within their practice some form of SOP tool and assessment through one-on-one or group supervision. With the help of SOP many families have been successful at developing natural supports.

In November 2015, SOP Red (Review, Evaluate, and Direct) Team was fully implemented. Red Team meetings take place on a daily basis. Every referral received is reviewed; the team looks at the family's strengths, complicating factors, and history. FTMs are being used by the Red Team at the beginning of the department's involvement with families but consistency is lacking.

The Juvenile Court Judge continues to incorporate SOP language and encourages written documentation of SOP in court reports. Attorneys have also embraced the SOP language and use it in court. Tehama County CWS is planning to coordinate with UC Davis and schedule three day SOP Foundational Institute training in Red Bluff. Various community partners have expressed an interest in attending this training and are supportive of SOP.

STRATEGY TWO

Surround children and families with support so there is no recurrence of maltreatment:

- a. Consistent referrals to community partners for Functional Family Therapy (FFT) prior to reunification or adoption, and during family maintenance for stabilization (Timeframe: January 2013- Ongoing).
- b. Consistent referrals to community partners for FFT for families that have successfully reunified, but may need services to prevent recurrence of maltreatment (Timeframe: January 2013- Ongoing).
- c. Wraparound program referrals will pair families with a Parent Partner, to enhance stabilization during the transition from institutional supports to natural supports when reunifying (Timeframe: January 2013 -Ongoing).
- d. Timely and consistent monthly visits to the family to ensure safety of child at time of reunification (Timeframe: May 2013- Ongoing).
- e. Utilize Safe Measures to monitor timeliness of monthly social worker visits (Timeframe: January 2013- Ongoing).
- f. Require social workers to work with the parents to identify a family safety network while developing a Case Plan (Timeframe: September 2013- Ongoing).
- g. Evaluate results of strategy to determine whether No Recurrence of Maltreatment measure has improved (Timeframe: June 2013- Annually).

Summary:

Tehama County CWS has contracted with Children First Counseling Center to operate the FFT program. Social workers refer families to Functional Family Therapy and the program has been in continuous operation for a few years, and is currently working well.

There were 12 families served by the program during the current reporting period. There were on average between three and six families engaged in the program at any given time. Currently, there is no waiting, and there is room for three or four additional families. Referrals are made on an as-needed basis by CWS case managers. The number of families served by the program has decreased slightly during the reporting period.

The County CWS agency attempts to refer families who have complicated situations for FFT services, and many staff have concluded this type of counseling works best for families who have reunified; however, this program is really for families prior to reunification, or adoption as well as during the period of Family Maintenance. Tehama County CWS has several new staff that are less familiar with

the FFT program than their peers, and this may be an area where referrals to FFT can be increased with additional education.

Tehama County Community Action Agency continues to oversee and operate the Wraparound Services Program. The number of families referred to the Wraparound program during the reporting period was 21. This included families who did not move past the initial referral stage, families who completed the program, and families who are current participants. There are currently nine families participating in the Wraparound Services Program, and there are three openings. Additionally, the program has three referrals that are moving through the intake process. At this time the Wraparound program is fully staffed, and the Case Manager has developed experience and competence in the role. The program has an "extra help" family support staff person at this time. It remains the goal of the program to have five families on the waiting list; however, there are no families on a waiting list at this time.

Tehama County has seven social workers who have been working in their new roles for one year or less. Most of these new workers have attended courses in the CORE I training program, and have had cursory exposure to SOP. The remaining social workers have completed several trainings on SOP and have integrated the principles of SOP into their practice. Many social workers are familiar with the SOP concept of assessing for safety and risk factors, and have integrated the tools into their regular practice.

Additionally, many social workers have developed skill at finding evidence of past acts of protection and discovering what is working well within the family system. The resulting product is an assessment that is balanced, and gives a better picture of the family system. Many social workers are familiar with the concepts of identifying, supporting, and encouraging the development of a family natural support network. Also, there has been an emphasis on support networks in supervision, and in legal case review. Over time it appears that most agency staff has developed a deeper understanding of the value of these support networks in that they are as significant of a factor in a family's success as participation in reunification or maintenance services.

The frequency of Family Team Meetings (FTM) has not been tracked during the reporting period, but it appears that the frequency of FTM's has decreased. The agency restructured the configuration of the work units in November of 2015, and presently the investigators have all been moved into one unit (Investigative Response & Court Unit), and two units of case carrying social workers (On-going Units). Tehama County CWS was receiving on-going SOP mentoring from Northern Training Academy at U.C. Davis, and during the reporting period the designated mentor retired, and a new staff person was assigned to Tehama County. There was a significant gap in mentoring during the transition. There appears to be a need for increased frequency of FTM's, and that an FTM should occur in each case soon after the family formally becomes involved in a CWS case.

As the department works towards integrating SOP into daily practice thereby increasing efforts to keep children with their families, there will likely also be an increased recurrence of abuse/neglect incidents. The law requires the CWS agency to make a reasonable effort not to remove a child from the care of a parent or legal guardian, and to determine if a child can be safely maintained with the provision of services. Our performance in the "Recurrence of maltreatment" (3S-2) indicates a need to shift our focus on improving child safety while at the same time of keeping children with their families when feasible. To achieve this focus, the agency will continue to use SOP tools specifically in first engaging families entering the CWS system while simultaneously making an effort to increase the effectiveness of assessment and plans for child safety conducted by the CPS Investigative staff when safety planning with families.

STRATEGY THREE

CWS- Implement use of SafeMeasures tool on a regular basis:

- a. CWS Management Team will be trained in the use of SafeMeasures (Timeframe: December 2012-Ongoing).
- b. Ongoing Supervision will include SafeMeasures review with social workers. Focus will be put on open 10-day referrals with IR workers (Timeframe: April 2013- Ongoing).
- c. SafeMeasures will be reviewed by Supervisors and Program Manager during meetings (Timeframe: April 2013- Ongoing).
- d. Evaluate impact of SafeMeasures on timely response for 10-day referrals. Coordinate with OAB consultant on a quarterly basis to develop additional ongoing strategies to increase timely response (Timeframe: June 2013 - Quarterly).
- e. Review SIP goals at least once annually with all CWS staff. (Timeframe : January 2015-Ongoing (Added 2015)).

Summary:

The SafeMeasures 5 (SM5) software program is utilized by CWS social workers with some workers accessing the program regularly, and other workers not accessing the program at all. SM5 gives staff the ability to easily review their monthly contact compliance rates along with several additional areas of case management performance and compliance. It can be inferred that if staff are not regularly accessing SM5 they are not fully benefiting from the tool. It should be noted that social workers generally know when they are in compliance with making contacts or not regardless of the number of contacts missed. The tool gives social workers precise information on missing contacts, and potential errors such as contacts that have a data entry error that may be easily corrected.

Tehama County CWS leadership team consists of six supervisors and a program manager. The leadership team accesses SMS and some supervisors review SMS information with staff during monthly one-on-one supervision meetings. The information gathered from SM5 is also used during unit meetings to spark discussions around outcomes and goals. In an effort to continue active use of SafeMeasures, both the adoptions supervisor and the CWS analyst received training of the new version of SafeMeasures (i.e., SMS); unfortunately that analyst was reassigned and subsequently a new analyst was hired as of the writing of this annual update. In recognizing the importance for continued monitoring of SIP measures and progress toward our goals, we will also incorporate a review of the SMS data during one of our leadership meetings each month with the analyst.

Use of the SMS tool continues to be an integral part of tracking day-to-day work and helps social workers to keep up on important client contacts and necessary documentation. Using SMS during leadership and having regular focus on our SIP goals will be our plan over this next year.

Strategy Four

CWS: Improve timely response:

- a. Develop a guide for necessary information to include on referrals and timelines (Timeframe: July 2016- October 2016) .
- b. Develop a policy to include timeframe for response time and entering contact information in CWS/CMS (Timeframe: July 2016- October 2016).
- c. Implement policy for social workers to respond timely and enter contact information in CWS/CMS within 48 hours of contact (Timeframe: October 2016).
- d. Monitoring of caseload during monthly supervision (Timeframe: July 2016- ongoing) .
- e. Evaluate results of strategy by assessing if timely responses have increased (Timeframe: October 2016- Annual).

Summary:

In November 2015, CWS underwent staff and supervisor job assignment changes. The new Immediate Response (IR) supervisor started in November. There were two new IR social workers in the unit and one previous IR worker transferred to screening. The IR Unit currently has five social workers assigned but one worker is out on maternity leave from June to September 2016.

Another change in IR has been the addition of the Red Team meetings. The Red Team meetings have been a positive support for assessing referrals and IR team communication. The IR staff and Supervisor meet every day for approximately two hours a day to write out and assess every referral. The referrals are assigned as immediate, 10 day, Path 1, Path 2 or Evaluated Out.

The reduced number of IR social workers and the reduced time to work on 10 day referrals, due to Red Team meetings has put pressure on social workers and increased challenges to be compliant with the 10 day response mandate. Also challenging are the required IR referrals, the in-custodies that require immediate focus and diverted time to and assignments of court ordered guardianship assessments which require focused and diverted time for court time lines.

As noted in Strategy 3 Summary, SMS is being accessed regularly by some and sporadically or not at all by others. The IR supervisor plans to print out social workers' individual statistics and discuss them during unit meetings and one-on-one meetings. Individual supervision with the IR worker continues to assure a thorough assessment occurs.

STRATEGY FIVE

CWS: Increase relative placements:

- a. Continue to use Lexis Nexis® Accurint® or all available database services for family finding efforts to locate and connect with families on behalf of clients (Timeframe: January 2013- Ongoing).
- b. Social workers required to collect family member names and contact information from clients during investigation (Timeframe: January 2013- Ongoing).
- c. Social workers and/or supervisors will complete the Family Finding Form TEH896 & conduct a Family Team Meeting (FTM) on all in-custodies. This will assist in determining family members as resources for available placement; or seek an alternative care such as foster care if no relatives are available. (Timeframe: June 2013- Ongoing).
- d. Currently Red Teams are ensuring that the implementation and forms are assessed for Imminent Risk of Removals and TDM/FTMs are arranged at time of investigation (Timeframe: October 2013- Ongoing).
- e. Currently there are provisions that enhance placement stability by allowing them to maintain their same routines and connections: educational travel reimbursement; assigned social service aids assist for limited transportation; small purchases for household stability. (Timeframe: February 2013 -Ongoing).
- f. Evaluate results of strategy by assessing whether placements have increased significantly since implementation (Timeframe: March 2014 -Annual).
- g. Implementation of Resource Family Approval (RFA); January 2017

Summary:

Placing children with relatives is a priority with Tehama County CWS. The process starts with obtaining names and phone numbers of viable relatives for placement. The social worker may place the child in the home of a relative immediately after receiving protective custody from law enforcement providing emergency background checks clears all adults in the home and the home meets basic safety standards. A Relative Placement can be obtained following initial placement if there is a compelling reason to move the child (W&I 361.3(d))

At the time of removal, the social worker is required to obtain the names of relatives while in the investigation process. The social worker will fill out a TEH896 with relative information and give to the support staff assigned to conduct family finding utilizing the Lexis Nexis® Accurint® person locator

database. The social worker will explain to relatives at the time of initial relative informational gathering all placement requirements and process.

The support staff worker adds the relative as collateral in the CWS system for that child taken into protective custody and any contact documentation. The support staff worker makes a telephone call and sends out a letter notifying the relative(s) that the child is taken into protective custody. The support staff worker documents and keeps a file on relatives that are notified.

An emergency placement can take place when the social worker receives a child into protective custody. They will attempt to find a relative to place the child with at the time the protective custody protocol is followed. Emergency protocol consists of clearing all adults in the home for; criminal, DOJ/CACI, and a home safety assessment (forms 817-818) and is conducted prior to a child being placed in the home.

A FTM is to be conducted within 24 hours of the child being taken into custody. Tehama County has decreased the use of the TDM model upfront and has adopted the SOP Family Model for FTMs. Utilizing the FTM at the time the child is taken into custody has been encouraged by the CWS Program Manager. It has proven difficult to initiate and coordinate due to court time constraints; parents at times are incarcerated or cannot be located.

FTMs during the investigative stage will need to be enforced by CWS Leadership. The goal is to have these meetings as early as possible to increase the likelihood that a child will be able to remain safely in the home with support of family and friends. Supervisors will discuss and assess their workers' referrals and require a FTM for those families that have high risk of removal. CWS Leadership has created the documentation form (TEH896) for efforts in locating relatives and NREFMs; however, a form for documentation at the investigation stage or at point of protective custody for family participation and outcomes is needed as well as the assessment of the FTM.

A policy and procedure for relative/NREFM search and placement is in the works and is being added and assessed at the weekly CWS Policies and Procedures meeting. The goal is to have a policy and procedure completed by 01/01/2017.

The Resource Family Approval (RFA) that will be implemented by January 2017 will assist in the efforts to retain, recruit and maintain relatives as a resource for our children that come into care. CWS leadership will need to ensure efforts have been made to locate relatives and resource families and that there is documentation of this search on every new in custody.

Through the RFA process, Tehama County CWS staff will continue to offer assistance to relatives and resource families through extensive trainings through Child Welfare and in the community with assistance in developing their knowledge through books and DVDs. Tehama County CWS hosts a

resource family/relative caregiver gathering several times a year to give updated information as well as support and appreciation. Currently, there is a tracking database created for tracking all relative and resource family applications. This assists the placement and licensing social workers to keep track of applications.

Tehama County is in the initial stages of developing processes and procedures for the RFA mandate. CWS is conducting weekly meetings with staff and supervisors and management to develop recruitment of resource families/foster care families. CWS is actively recruiting for resource and family care providers through the following: deploying local media television ads, radio ads, and billboard signage on a busy Tehama County thoroughfare; conducting appreciation meetings for foster/resource families relatives on current information and education, such as RFA and trauma bonding; increasing availability of trainings; and encouraging networking through word of mouth. However, it is the department's goal to continue to strengthen the intake process on gathering relative information early to assist in Family Finding efforts that will ensure placement of children in family homes.

Strategy Six

Probation: Ensure data that needs to be collected in order to achieve improvement goal is accomplished. A new case management system upgrade was rolled out November 2012 and new data collection processes introduced. Collection of Outcome Measure 8A will be one of the numerous data elements to be collected.

In July 2015 a new probation officer was assigned to juvenile placement. CWS/CMS training for the new Placement Officer occurred. Furthermore, existing data in the CWS/CMS system was reviewed to ensure all required information was entered correctly. Moreover, training ensured new data was entered accurately, comprehensively and in a timely manner.

- a. Probation Supervisors, Placement Officer, Deputy Chief, and Support Staff will continue to be trained in the use of the new case management upgrade (Timeframe: March 2013- ongoing.)
- b. Additional CWS/CMS training will be provided to the Probation Supervisor and Deputy Chief to safeguard they are capable of ensuring required data is being entered in a timely and comprehensive manner (Timeframe: July 2016- ongoing.)
- c. Ongoing Supervision will include review of CWS/CMS and the case management system upgrade with the Placement Officer and Support Staff (Timeframe: March 2013 - Ongoing).
- d. Collect accurate data for Exit Outcomes for Youth Aging out of Foster Care or for youth who have reached their 18th birthday (Timeframe: March 2013- ongoing).

Summary:

The Tehama County Probation Department uses Citrix to connect to CWS/CMS. This process has been challenging, as there are often times when Citrix does not work for a variety of reasons.

At the time that 8A was chosen, extended foster care was about to be implemented. This has caused skewing of the data. We have been carefully reviewing this outcome. With the recent developments and reporting of the new SOC 405XP report in July 2015, we were able to see a more accurate representation of this outcome.

In July 2015, a new Probation Officer was assigned to juvenile placement. Moreover, a new Deputy Chief was assigned. CWS/CMS data entry training has been, and will continue to be, provided in an effort to achieve accurate representation of the 8A outcome.

Overall, juvenile probation placement has seen a steady increase in the percentage of youth completing or receiving the services/milestones outlined in 8A. Non-minor dependents exiting extended foster care are doing so with a variety of permanency options.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

28-2 Timely 10-Day Response

Workload has continued to be an ongoing issue in making progress in Measure 2B-2 Timely 10-Day Response compliance during this reporting period. While improvement was experienced since our 2015 SIP Progress Report, we still are not meeting the State standard despite reorganizing staff as explained on page 21. Caseloads are high and staffing levels have fluctuated thereby making it difficult to enter contacts into the CWS/CMS system within 48 hours as required by our current policy.

48-Least Restrictive Placement at Entry

Placing children with kin has remained an emphasis since December of 2012. The same barriers remain for improving this measure, such as the lengthiness of the process of approving relatives or Non-Related Extended Family Members (NREFM) when a child is detained after hours and sometimes in the middle of the night, and many families do not want to give CWS the names of relatives at the moment of detainment. With the incorporation of SOP strategies and FTMs, we are trying to capture as much information on the family members specific to each case so that placement with kin can be the first option for placement if possible.

PROMISING PRACTICES/OTHER SUCCESSES

Promoting Safe and Stable Families (PSSF)

Tehama County has continued to keep this funding component in house to be used for supporting families who are or have adopted from foster care. The funding has been used to directly support events and training for adoptive homes. Extended training for adoptive parents offered through Foster Kinship Care Education with two training sessions, one 4 week session and one 6 week session. The adoptions team planned support events again this year, with a winter celebration, three respite nights and a swimming event at a local water park to allow networking with other families and to bring adopted children together for a night of fun and building relationships. Other items that are part of this funding are a banner for recruitment of foster/adoptive families that is placed over Main Street in our community on occasion and stuffed animals and certificates that are given to children and families to celebrate a finalized adoption.

We have contracted with a community partner for monthly support groups and a monthly newsletter for adoptive families. The newsletter is packed full of information from community events and classes to articles of interest and games and/or recipes. The monthly support group is well attended and the facilitator continues to poll the group for ideas and needed assistance so the time is well spent getting up-to-date information or having an outside speaker to teach on subjects of interest. They provide childcare for the group as well.

These PSSF activities are expected to be on-going for each year of this SIP as long as PSSF funding is available. Funds cover trainer and/or speaker fees, facilities rental, meals or refreshments for attendees and other supplies needed to ensure the class or event is valuable.

Safety Organized Practice (SOP) Update

Tehama County CWS has implemented SOP and we continue to have staff attend useful training. We have several new staff members that are just beginning the process so we are pleased that we still have a coach from UC Davis that helps with the practice of using available SOP tools.

We have begun RED Team implementation in November, 2015 and are using the framework from SOP that brings the team together each day to look at all referrals, assessing the reason for the referral, complicating factors, strengths, history, risk, grey areas and next steps. This has proven to be effective in gathering all necessary information and having a group decision for the best action needed for each referral.

Foster Parent Recruitment

Tehama County has continued to focus on foster parent recruitment over the last year. We received a Foster Parent Recruitment, Retention and Support allocation in 2016 and have paid for radio and television advertisements that should begin airing early in the next fiscal year. We have created a slogan that we plan to use throughout our recruitment efforts so the same message will be heard across all avenues of media, written, spoken or video. We are also planning to purchase advertisement time at our local theater and plan to have a local billboard display our message in the fall of this year. We continue to have a Foster Parent Liaison that is actively recruiting new foster parents. In October 2014, we contracted the services of a Foster Parent Liaison. The goals of this position are to:

- Improve the working relationship between Tehama County licensed foster family homes and CWS;
- Establish a strong continuity of open communication between CWS and foster parents/children within the system;and
- Increase the level of support to newly licensed foster parents to promote retention of foster family homes and reduce placement disruptions.

Blue Ribbon Commission: Foster Parent/Foster Youth Committee

Tehama County has continued to have bi-annual meetings that include participation from the Juvenile Court Judge, foster parents, foster family agency representatives, CASA and other community partners. Through this meeting we became involved in the Expect More Tehama event that examined poverty through a different set of eyes, having foster youth, foster parents and the judge give presentations. From this event, we planned the "Making A Difference for Tehama County Foster Youth" night of information. This night included presenters from foster family agencies, CASA, a clothing closet representative, a current foster parent and the Tehama Mentoring project. Community members were invited to come and hear different ways they can support foster youth and were able to pick up written materials and speak with representatives in each of the agencies they were interested in.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL GOALS

CWS CFSR Measure 3-P1 and 3-P2

Permanency in 12 months (3-P1 entering foster care; 3-P2 in care 12-23 months)

We are currently performing below the National Goal on both of these measures. Using the CWS/CMS 2016 Quarter 1 Extract:

- 3-P1 (4/1/2014 through 3/31/15): Of all children who enter foster care in a 12-month period, 33.3% were discharged to permanency within 12 months of entering foster care. The National Goal is 40.5%.
- 3-P2 (4/1/2015 through 3/31/2016): Of all children in foster care on the first day of a 12-month period, who had been in foster care between 12-23 months, 35.3% were discharged to permanency within 12 months of the first day of the period. The National Goal is 43.6%.

CWS Measure 2F

Timely Monthly Caseworker Out-of-Home Visits

The CWS Leadership team continues to discuss the importance of meeting the National Goal of 95% in this measure. The bigger picture is not only about the outcomes that are reported, but more importantly, the importance of ensuring that all children are contacted as noted in All County Letter (ACL) No. 13-13 and in accordance with The Act of 2006 (PL 109-288) to require that children placed in foster care under the state's care be visited by their social worker each and every month. Performing the monthly visits that are required of social workers is critical for ensuring the safety of children and the well-being of families.

In September 2013, CWS staff began looking at Federal Measure 2F. At that time, Tehama County's performance indicated that 79.6% of visits had been made during the reporting period. This was concerning since we knew our staff was making their required contacts, but was not entering the data into CWS/CMS timely. As shown in the table below, our outcomes fluctuate in this measure but we have been able to keep our performance above 80%; however, we will need to continue making efforts to improve our performance. The National Goal is 95%.

Measure 2F - Timely Monthly Caseworker Out-of-Home Visits

County: Tehama

Includes: All children in an open placement episode for at least one whole calendar month between 07/01/2015 and 06/30/2016.

Reporting Period	Percentage	Cases	Contacts Made	Contacts Required
07/01/2015 - 06/30/2016	80.50%	295	1771	2200
04/01/2015 - 03/31/2016	84.90%	276	1832	2158
01/01/2015 - 12/31/2015	86.70%	276	1861	2146
10/01/2014 - 09/30/2015	87.10%	273	1844	2117
07/01/2014 - 06/30/2015	88%	284	1844	2096
04/01/2014 - 03/31/2015	88.50%	287	1816	2053
01/01/2014 - 12/31/2014	89.30%	259	1747	1957
10/01/2013 - 09/30/2014	91.20%	261	1769	1940
07/01/2013 - 06/30/2014	92.90%	254	1754	1889
04/01/2013 - 03/31/2014	91.80%	239	1613	1758
01/01/2013 - 12/31/2013	90.10%	244	1534	1702
10/01/2012 - 09/30/2013	87.60%	225	1434	1637
07/01/2012 - 06/30/2013	85.40%	227	1386	1623
04/01/2012 - 03/31/2013	82.90%	237	1334	1610
01/01/2012 - 12/31/2012	82.50%	250	1335	1619
10/01/2011 - 09/30/2012	81.20%	251	1326	1634
07/01/2011 - 06/30/2012	80.40%	254	1380	1716
04/01/2011 - 03/31/2012	79.80%	237	1437	1801

Extract Date: 07/01/2016*

Analysis Date: 07/02/2016

•center SafeMeasures •Data. Tehama County, Measure 2F – Timely Monthly Caseworker Out-of-Home Visits January 2010 through June 2016. Extracted 7/11/2016 from Children's Research Center Website. URL: <https://www.safemeasures.org/ca/>

STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVES

State Child Welfare Core Practice Model (CPM) Implementation

The Program Manager and the intake supervisor have attended several of the CPM convenings offered over the years and are looking for ways to incorporate the model into the current mandates that we are implementing. We have noticed that the CPM is in line with SOP, which we have been actively embracing for the last four years and continue to focus on and receive training for. The latest convening gave us some ideas of how to begin implementing with the understanding that this is just the starting point of CPM and that it will take years to fully implement across the State and in our individual counties. We will be focusing on the CPM behavior guide for leadership in the next year and our leadership team will begin modeling these behaviors for our staff.

Resource Family Approval (RFA)

Over the last few months we have created several workgroups to: develop training requirements for resource families; review of CDSS' RFA Program Written Directives to determine what areas we have options in and what those options are; create policies and procedures for placement processes; and review our current processes for efficiency and how that looks in conjunction with the new RFA requirements. We have arranged and held a Foster Family Agency (FFA) forum with representatives from the FFAs that provide services to the children in our care to discuss what our needs are, what they have planned or are working on and best practices from early implementing FFAs. The results from these workgroups drive the development of the RFA Implementation Plan, which is near completion and will be submitted by the deadline of September 1, 2016.

Commercially Sexually Exploited Children (CSEC)

Tehama County has hired a consultant to assist with facilitating necessary meetings with community partners that are required to participate in the development of a protocol for our county to prevent CSEC and provide services to the children who are victims. We have held several meetings with the CSEC Protocol Team and our consultant has provided CSEC training for foster parents and community partners with training planned specifically for law enforcement and therapists in the near future. We recently provided the MOU created by this team to our County Counsel for approval and the team is currently reviewing the draft protocol. The consultant has also provided training for youth in our local juvenile hall and once the protocol is complete, we plan to have a movie viewing to create community awareness. A CSEC presentation for our Board of Supervisors is planned in September. We are on track with having our CSEC protocol complete by the end of September, which will include

screening tools and having some resources in our community that will be able to assist in prevention efforts and services for victims.

CWS Case Reviews

As part of the continuous quality improvement project that seeks to improve Quality Assurance (QA) practices, on September 1, 2015 Tehama County promoted one of its employees to a Social Worker Supervisor I who began reviewing cases for CWS Case Reviews. We currently do not have a QA position filled, two of our Social Worker Supervisor II's are in the process of qualifying for QA. It has been a challenge for our case reviewer to engage bio-parents in the case review process and therefore we have found it difficult to meet the requirement of completing five reviews each quarter .

ATTACHMENTS

FIVE YEAR SIP (HART

Priority Outcome Measure or Systemic Factor: CWS:CFSR Measure 3-522. Recurrence of Maltreatment. Of all children with a substantiated allegation during the 12-month period, what percent had another substantiated allegation within 12 months?

National Standard: 9.1%

Current Performance: According to data retrieved from the UC Berkeley Dynamic Reporting System, in the reporting period 04/01/2014 through 03/31/2015 there were 205 children with substantiated maltreatment allegations and 24 of those children were victims of recurrence within a 12 month time period or 11.7%. A decrease of 2.6 percentage points is needed in order to meet the National Goal of 9.1% by June 30, 2017. The prior two reporting periods show Tehama County's recurrence rate at 9.4% (04/01/2013 through 03/31/2014) and 8.8% (04/01/2012-03/31/2013).

Target Improvement Goal: Tehama County's goal is to improve performance in this measure from 11.7% to 9.1% by June 30, 2017.

Priority Outcome Measure or Systemic Factor: CWS:CFSR Measure 2B-2 Timely Response, Emergency Response 10-Day compliance

National Standard: 90%

Current Performance: According to the data from the UC Berkeley Dynamic Reporting System from 10/01/15 through 12/31/2015 (CWS/CMS 2015 Quarter 4 Extract), of the 113 referrals assigned for 10-day response, 86 were completed within the 10-day requirement. This is a 76.1% completion rate of timely 10-day responses. Furthermore, the CWS/CMS 2016 Quarter 1 Extract (01/01/2016 through 3/31/2016) shows Tehama County's performance increased from the CWS/CMS 2015 Quarter 4 Extract by 9.7% to a timely 10-day completion rate of 85.8% (or 109 of 127 referrals).

Target Improvement Goal: Tehama County will improve performance on this measure from 76.9% to 84% by June 20, 2014. With subsequent annual increases of 2%, 2%, 1%, and 1%, Tehama County will attain a 90% quarterly average by June 20, 2017.

² Tehama County's current SIP (2012-2017) and SIP Progress Reports (2013-2015) address Measure S1.1, *No Recurrence of Maltreatment within a 6 month period*; however, this SIP Progress Report (2016) has been updated to S2 *Recurrence of maltreatment* as we are required to begin reporting on the C-CFSR Round 3 Data Indicators as of October 1, 2015 pursuant to ACL 15-63.

Priority Outcome Measure or Systemic Factor: CWS: CFSR Measure 4B-1Least Restrictive (Entries First Placement:Relative) The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based,family setting.

National Standard: N/A

Current Performance: According to the data from the UC Berkeley Dynamic Reporting System from 01/01/2015 through 12/31/2015 (CWS/CMS 2015 Quarter 4 Extract), 15 out of 136 of children were placed with kin for their first placement. This is 11% of children being placed in the least restrictive placement at entry. By contrast, we reached 19.4% (24 of 124 children) from 04/01/2015 through 03/31/2016 (CWS/CMS 2016 Quarter 1 Extract). This is a 12% increase in kin placement from the CWS/CMS 2014 Quarter 4 Extract (used in the 2015 SIP Progress Report) compared to the CWS/CMS 2016 Quarter 1 Extract.

Target Improvement Goal: Tehama County will improve performance on this measure from 21.8% to 24% by March 20, 2014. Tehama County will increase 1% more each subsequent year of the plan to attain a 27% quarterly average by June 20, 2017.

Priority Outcome Measure or Systemic Factor: Probation:8A Completed High School or Equivalency; Obtained Employment; Have Housing Arrangements; Received ILP Services; Permanency Connection with an Adult

National Standard: N/A

Current Performance: The Tehama County Probation Department continues to improve its data collection regarding measurement 8A. The department found that data was not being recorded into the CWS/CMS system correctly. In July 2015, a new probation officer was assigned to juvenile placement. CWS/CMS data entry training was provided to the new Placement Officer. Training was beneficial in exposing data entry issues as well such as the importance of ensuring data is recorded timely and accurately. Additionally, training provided the opportunity to audit the current CWS/CMS caseload and make necessary changes and improvements. Consequently, since March 2016, current data in CWS/CMS is able to accurately reflect the actual improvements regarding 8A.

Target Improvement Goal: After establishing a baseline, Probation will increase the percentage of youth completing or receiving the following services and/or milestones from 0% to 5% by 2017:

1. Completing High School or Equivalency
2. Obtaining Employment
3. Having Housing Arrangements
4. Receiving ILP services
5. Receiving Permanency Connection with an Adult

This goal will be supplemented by improved data collection and tracking, coinciding with the rollout of a new case management system.

Strategy 1: CWS: Increase the use of Safety Organized Practice (SOP)	<div> <div>U</div> <div>CAPIT</div> </div> <div> <div>D</div> <div>CBCAP</div> </div> <div> <div>D</div> <div>PSSF</div> </div> <div>N/A</div>	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-S2 Recurrence of Maltreatment. Of all children with a substantiated allegation during the 12-month period, what percent had another substantiated allegation within 12 months?
Action Steps:	Timeframe:	Person Responsible:
A. Continued SOP training for workers to help with keeping focus on safety.	January 2013- Ongoing	Supervisors, Social Workers, & Program Manager
B. Consistent supervision of cases to ensure that safety threats have been fully addressed.	January 2013 - Ongoing	Social Workers & Supervisors
C. Use of SOP tools with families to develop natural supports and community partners so they have resources prior to transitioning from institutional supports.	March 2013 - Ongoing	Social Workers
D. Educate community partners regarding SOP to develop a clear understanding of the safety issues.	August 2013 - Ongoing	Social Workers & Supervisors
E. Supervisors will ensure consistent supervision of the use of SOP amongst workers. Expectations will include the use of the following: <ul style="list-style-type: none"> • Family Tree or Genogram to show family finding efforts; • FTMs for all in-custodies (safety plan/four quadrants or SOP Framework should be drafted/used at meeting); • FTMs should be completed prior to disposition depending on age of child and family circumstances; • Safety Circles or some other tool to identify family support networks; • The 3 Houses or some other way to incorporate the child's voice; • Use of SOP is discussed during one-on-ones and during case staffing. 	March 2015- Ongoing (Added 2015)	Supervisors & Program Manager
F. Practice using SOP framework as case staffing exercise during unit meetings.	November 2014- Ongoing (Added 2015)	Social Workers & Supervisors

Strategy 2: Surround children and families with support so there is no recurrence of maltreatment	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): <u>3-S2</u> Recurrence of Maltreatment. Of all children with a substantiated allegation during the 12-month period, what percent had another substantiated allegation within 12 months?
	D CBCAP	
	PSSF	
	D N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Consistent referrals to community partners for FFT prior to reunification or adoption, and during family maintenance for stabilization.	January 2013- Ongoing	Social Workers & Supervisors
B. Consistent referrals to community partners for FFT for families that have successfully reunified, but may need services to prevent recurrence of maltreatment.	January 2013- Ongoing	Social Workers & Supervisors
C. Wraparound program referrals will pair families with a Parent Partner, to enhance stabilization during the transition from institutional supports to natural supports when reunifying.	January 2013- Ongoing	Social Workers & Supervisors
D. Timely and consistent monthly visits to the family to ensure safety of child at time of reunification.	May 2013- Ongoing	Community Partners, Social Workers, Supervisors, & Program Manager
E. Utilize Safe Measures to monitor timeliness of monthly Social Worker visits.	January 2013- Ongoing	Supervisors
F. Require Social Workers to work with the parents to identify a family safety network while developing a Case Plan. Every case plan will contain components of the family safety network.	September 2013 - Ongoing	Social Workers, Parents, & Supervisors (added 2015)
G. Evaluate results of strategy to determine whether No Recurrence of Maltreatment measure has improved.	June 2013 - Annually	Program Manager, Supervisors & Analyst

Strategy 3: CWS: Implement use of SafeMeasures tool on a regular basis	D CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2B-2 Timely Response, Emergency Response 10-Day compliance
	D CBCAP	
	D PSSF	
	I 8J NA	
Action Steps:	Timeframe:	Person Responsible:
A. CWS Management Team will be trained in the use of SafeMeasures.	Completed	Program Manager to arrange
B. Develop guide on which measures should be reviewed regularly.	Completed	Program Manager, Supervisors, & Analyst
C. CWS Management Team will complete the intensive Supervisory Effectiveness Program training series.	Completed	Program Manager & Supervisors
D. Ongoing Supervision will include SafeMeasures review with Social Workers.	April 2013- Ongoing	Supervisors
E. SafeMeasures will be reviewed by Supervisors and Program Manager during meetings.	April 2013- Ongoing	Program Manager
F. Evaluate impact of SafeMeasures on timely response for 10-day referrals. Coordinate with OAB consultant on a quarterly basis to develop additional ongoing strategies to increase timely response.	June 2013- Quarterly	Analyst
G. Review SIP goals at least once annually with all CWS staff.	January 2015- Ongoing (Added 2015)	Analyst, Program Manager, & Supervisors

Strategy4: CWS: Improve timely response.	D CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2B-2 Timely Response, Emergency Response 10-Day compliance
	D CBCAP	
	D PSSF	
	N/A	
Action Steps:	Timeframe :	Person Responsible:
A. Develop a guide for necessary information to include on referrals and timelines.	July 2016- October 2016	Program Manager, Supervisors, & Analyst
B. Develop a policy to include timeframe for response time and entering contact information in CWS/CMS.	July 2016 – October 2016	Program Manager, Supervisors, & Analyst
C. Implement policy for Social Workers to respond timely and enter contact information in CWS/CMS within 48 hours of contact.	October 2016	Supervisors
D. Monitoring of case load during monthly supervision.	July 2016- Ongoing	Supervisors & Social Workers
E. Evaluate results of strategy by assessing if timely responses have increased.	October 2016 - Annual	Program Manager, Supervisors & Analyst

Strategy 5: Increase relative placements	D CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 48-1 Least Restrictive (Entries First Placement: Relative) The level of restrictiveness of a foster care placement reflects the extent to which the placement provides and supports normalized daily living activities for children in a community-based, family setting.
	D CBCAP	
	D PSSF	
	N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Continue to use LexisNexis family search database to locate and connect with families on behalf of clients.	January 2013 - Ongoing	Placement Team
B. Social Worker to request family member names and contact information from clients during investigation.	January 2013 - Ongoing	Social Workers
C. Social workers and/or Supervisors will complete the Family Finding form TEH896 & conduct a FTM on all in-custodies. This will assist in determining family members as resources for available placement; or seek an alternative care such as foster care if no relatives are available.	June 2013 -- Ongoing	Program Manager, Supervisors, & Analyst
D. Currently Red Teams are ensuring that the implementation and forms are assessed for Imminent Risk of Removals and TDM/FTMs are arranged at time of investigation.	October 2013 - Ongoing	Supervisors, Social Workers, & Placement Team
E. Currently there are provisions that enhance placement stability by allowing them to maintain their same routines and connections: Educational Travel Reimbursement; Assigned Social Service Aids assist for limited transportation; small purchases for household stability.	February 2013 - Ongoing	Program Manager & Supervisors to arrange
F. Evaluate results of strategy by assessing whether placements have increased significantly since implementation.	March 2014 – Annual	Analyst
G. Implementation of Resource Family Approval (RFA)	-January 2017	Social Workers, Supervisors, & Program Manager

Strategy 6: Probation: Ensure data that needs to be collected in order to achieve improvement goal is accomplished.	D CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 8A Services and Milestones for Youth
	D CBCAP	
	D PSSF	
	[8:1 N/A]	
Action Steps:	Timeframe:	Person Responsible:
A. Probation Supervisors, Placement Officer, Deputy Chief, and Support Staff will continue to be trained in the use of the new case management upgrade.	March 2013 - ongoing	Probation Supervisors, Placement Officer, Deputy Chief, and Support Staff
B. Additional CWS/CMS training will be provided to the Probation Supervisor and Deputy Chief to safeguard they are capable of ensuring required data is being entered in a timely and comprehensive manner.	July 2016 - ongoing	Probation Supervisor and Deputy Chief
C. Ongoing Supervision will include review of CWS/CMS and the case management system upgrade with the Placement Officer and Support Staff.	March 2013 - Ongoing	Placement Officer and Support Staff
D. Collect accurate data for Exit Outcomes for Youth Aging out of Foster Care or for youth who have reached their 18 th birthday.	March 2013 - ongoing	Probation Officers and Support Staff